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ABSTRACT

A study examined the impact of work teams on production, quality, and morale within the State of Alaska Division of Vocational Rehabilitation, using data from fiscal years 1992 and 1993 when a change from a hierarchical organization to a team-based approach took place in the agency. Production was defined as the percentage of placements achieved by the Anchorage area in comparison to the rest of the state. Quality was measured using the Case Review System Two, an accepted national model, to evaluate the quality of the work. Morale was evaluated through an interview process with 25 of the 26 individuals comprising the 8 teams; participants were asked if morale had improved or declined as a result of teamwork. To assess the impact of team work on the organization, it was necessary to determine if real teams had developed or if individuals were working with on-paper-only teams. Administration of the Hoevermeyer team effectiveness survey showed that five of the eight teams were effective teams and that the teams with higher effectiveness ratings accounted for higher percentages of the placements. The study concluded that the team model has had an impact on the quality of work and the morale of the employees. It is still too early to determine if production is affected as the average placement takes 2 years from eligibility and the model has been in place only 1 year. Based on the interviews, the study made five recommendations for improvements in the implementation of the team concept. (Contains 29 references.) (KC)

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An Analysis of the Impact on Production Outcomes using a Team Based Approach in Vocational Rehabilitation

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March 1, 1994

Submitted for completion of graduate requirements of the Masters of Public Administration at the University of Alaska Anchorage

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ACKNOWLEDGMENTS:

I essentially began working on this paper in January of 1990. It was then that my wife, Susan and I agreed that if I was to have a future working in the public sector that I should obtain the necessary professional development. Now almost four years later that goal has been accomplished. Without a doubt I owe her more than a debt of thanks and gratitude. She has encouraged me when it seemed there was no way to encourage. She has scolded me for going to extremes and confronted me when I did not challenge myself. She is a wise woman and I am better for my knowing and loving her.

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Finally, I would like to thank Professor Steve Aufrecht. He has been a part of some of my most important experiences in my life. It was he who taught me to be critical of ideas and not to make assumptions. It is with respect that I say "xie' xie'."

PREFACE:

I am employed by the State of Alaska Division of Vocational Rehabilitation. I became interested in this topic in the Spring of 1992 when I was taking a course that examined various management models. The Division of Vocational Rehabilitation began its transformation to a team based organization at the same time. I initially had reservations about the model because it required that I give up much of my control and power. Nonetheless I concluded this was the direction the agency was heading and I could try to lead the way or I could be told what to do. I decided that I could be more in control if I led the way. I studied the models and tried to envision a model of Self Directed Work Teams that I could support. This approach kept me very much in control of the team and in a round about way allowed me to maintain my control and power base. (In some ways the team expanded my control and power.)

On August 13, 1992, my team held its first team meeting. I had personally selected all the members, I had drafted a position paper and I developed the agenda. I was in control. Within three months I realized that I had created another level of bureaucracy. My team members did as they were told. They worked for me. I was not the supervisor but I was demanding everything that the supervisor had expected.

The team and I began to struggle with our roles. The administration pointed to us as an example of a model team. I spent many hours maintaining our image as a team. The amount of energy it took to carry this ruse off was incredible. Eventually, the team began to have some real problems.

In February of 1993 I was assigned to a particularly time consuming case. With reluctance I approached the team and advised them that I would not be able to spend as much time with them and that I would need their support in my work. Enthusiastically they offered to help in anyway they could. I encouraged them to make decisions on behalf of my cases and to call me if they needed any help. After almost a month on the case I returned to the team. I expected a stack of work. To my surprise the work was done and the team was still functioning. I was quite astonished by this turn of events. Never did I really expect that the team model would be anything more than another popular organizational change. It was at this point that I began to realize the power of team work. After several examples of the team

supporting me I began to realize that I was acquiring more control and power over my work than I ever had before. I soon realized that people were doing my work because they viewed it as their work as well.

It was at this point in the evolution of our team that I realized that if you want to get power and control then you have to be willing to give it up. Today all the members of the team know the goals of our team. We make decisions for each other and we back each other up. We can confront each other and learn from that confrontation. I do not think we are a fully developed self directed work team but we have achieved much toward that goal.

This study will not evaluate or assess my personal transformation and awakening. However, the reader should be aware that I bring a degree of bias and a personal understanding to the study. I do not think my experience was unusual. I would recommend that in the future someone might consider evaluating the transformation of team members and the impact of the team process on individuals.

ABSTRACT:

This study examines the impact of work teams on production, quality and morale within the State of Alaska Division of Vocational Rehabilitation. The study compared the production, quality and employee morale from FY92 and FY93 data. The expectation was that an organizational change to teams from a traditional hierarchical model would increase the levels of production, quality and morale. Production was defined as the percentage of placements achieved by the Anchorage area in comparison to the rest of the state. Quality was measured using the Case Review System Two, an accepted national case review tool, to evaluate the quality of the work. Morale was evaluated through an interview process with 25 of the 26 individuals comprising the eight teams. Individuals were asked a series of questions in an informal structured interview. The significant question was, "Do you feel the morale has improved or declined as a result of teams?" In addition to the morale data the respondents provided personal observations of the team model and their morale by identifying problematic issues, strengths of the team model, and recomendations for change. The data showed no increase in the production rate. However, there were substantial increases in the quality of the work and in the morale of the employees.

The study attempted to account for the uncontrolled variable of cost by comparing costs from FY92 to FY93. Costs increased by almost 20%. However, analyses of the costs indicate that they are start-up costs related to the organizational change. The variability of the labor market also affects production. The study compared the unemployment rate and production rate in Anchorage for four of the last five years and concluded that given average unemployment rate of 5.95% the Anchorage area offices should account for 52.15% of placements.

To assess the impact of team work on the organization it was necessary to determine if real teams had developed or if individuals were basically handling their cases as they always had under the cover of on-paper teams. Therefore, the Hoevermeyer team effectiveness survey was administered to the eight teams. According to Hoevemeyer, teams scoring at least 80% or better are effective teams.

Five of the eight teams scored 80% or better. The production for FY93 was compared to the effectiveness scores to determine if the effectiveness of the teams made a significant impact

on the organization's goal. The study found that teams with higher effectiveness ratings accounted for higher percentages of the placements.

The study concluded that the team model has impacted the quality of work and the morale of the employees. It is still too early to determine if production is affected as the average placement takes two years from eligibility and the model has been in place only one year. However, the early signs are promising.

To promote continued development of the teams the study recommends several of the ideas collected through the interviews. 1) The agency should identify the policies that make it difficult to produce effectively and that increase cost, 2) The agency should continue the advanced training of the administrative personnel. This would include training the administration in administrative and problem solving skills that are necessary for effective team work. The agency should also continue the development of its line teams by providing them with similar introductory training in administrative and team problem solving skills. 3) The agency should define the role of the middle manager (Regional Administrator) and resolve the confusion created by different interpretations of this position. 4) The agency should provide teams with an organizational framework such as Continuous Improvement, Total Quality Management or Management by Objective. 5) The agency should operate some employees in a traditional hierarchical model and some in a team based model of service delivery to evaluate which model is more successful.

INTRODUCTION:

I began a career as a rehabilitation counselor five years ago. I was hired to help disabled people find jobs. I was hired for my counseling skills, my job development skills, and my planning skills. Within the first few days of my new position I was meeting with clients and trying to get them jobs. My experience was typical of how rehabilitation work was structured. Though I worked in an office with others I worked alone. My success was dependent upon my ability to analyze a person's disability and determine what limiting factors were inhibiting their ability to secure employment. Once I had identified these factors I established an appropriate goal and developed a plan that would allow that person to achieve the goal. The working relationship between the client and myself was intimate. Often I was the clients only contact with the agency. I was considered successful at my job if my client's were employed.

This approach to rehabilitation required that I be an expert in all facets of disabilities and the rehabilitation process. I was compelled, over time to develop a vast general knowledge of disabilities and functional limitations. Given the constraints of time, money and support, I could only spend a certain amount of time gathering information before I was forced to make decisions that would sometimes affect my clients for the rest of their lives.

I liked this arrangement. I had power and could influence the outcome of a person's life. I was not required to consider how much it might cost in time and money for the client to succeed. Vocational Rehabilitation was the State agency with plenty of money. Everyone knew that rehabilitation counselors could spend as much money as was necessary to make their clients successful.

At the same time that I enjoyed the power I also worried about my decisions. I often questioned if I was making the right decision. I developed a callous exterior that helped me convince myself that I was right. I was like a high strung thoroughbred race horse. I had convinced myself that I could do anything if I decided it was the right thing to do. However, if I was criticized by my clients, the employers or administration I would immediately become defensive. These people had not studied the problem as much as I had; how could they sit there and use hindsight to judge my decisions?

The stress between these two realities made me question how effective I was as a rehabilitation counselor. To bolster my confidence I would look to my performance record and note that I was often in the top 10% of the counselors on production. However, occasionally someone would complain about my decisions and I would be filled with self doubt. I would return to this self doubt every two years when the administration would sample my case load and conduct an internal quality audit. I was always told that this was a review of my whole office but I knew they were also reviewing my work in particular. The results of these reviews always seemed to reveal that I was doing average work as was expected. Finally my morale was affected by this stress. I wanted desperately to feel positive about my work and yet I feared the prospect of another client complaint or review of my work.

I did have one person I could turn to for some support. My secretary was my confidant and my conscience. She would correct me if I was making a serious mistake in the administrative processing of a file. However, she did not second guess my decisions and rarely if ever offered her opinion. I was fond of telling her that no matter how good my decisions were if she did not process the paperwork correctly it would not matter. I now believe that was extremely egotistical of me and discounted her work as well as mine.

Today I am working as a rehabilitation counselor in a team environment. I share the responsibility of collecting and analyzing data with my team members. I have the open contribution of expertise from other counselors on my team and from rehabilitation assistance. I am no longer solely responsible for decisions. I meet with my four other team members weekly to discuss the progress of our case load, the rate at which we are using our financial resources, goals for production, standards of quality and alternatives for clients.

My relationship with my team members has contributed to my positive morale in my job. Administration has reviewed our work and given us high praise for creative problem solving and provided us with constructive feedback on how to continue the quality improvement in our work. I have had a greater sense of accomplishment and have found more creative solutions to problems thanks to the contribution of my team members. Even complaints by clients are no longer a cause for defensiveness. Rather, they are a chance for collaboration and innovation to problems that I used to think were too big to confront. In this environment it is the team's effectiveness and not my own that seems crucial.

The team concept was not adopted over night. I spent many weeks reading literature and trying to develop an image of team work that I could apply in my work. The opportunity for team development came at a time when the agency was in the midst of transition. Keith Anderson became the Director of the agency in 1987. Mr. Anderson believed in an open positive work environment and began the process of moving the agency toward that goal. I do not believe that he set about in 1987 to create an agency that was based on the team model. However, by listening to our clients, seeking the support of the community in our planning process and creating an environment of experimentation he opened the door to the team concept.

PROBLEM BACKGROUND:

In 1989 the Division of Vocational Rehabilitation conducted a series of focus groups with its clientele. As a result of this the agency concluded that its clientele perceived themselves as not being part of the process to secure employment. At that time the agency was seeking to maintain or improve its production rate. For the Division of Vocational Rehabilitation production is the employment of a disabled person in a position paying fair market wages for period of at least 60 days. To accomplish this production goal the agency also monitors the application rate, the eligibility rate, and the number of clients that actually receive some type of planned service such as training, counseling or physical or mental restoration.

In 1991 the Division began a strategic planning process. The goal was to determine a way to meet the needs of the clients and achieve the agency's production goals. Two subcommittees of that process concluded that a change in the administration of the program would help the agency meet its goals and improve services to clients. The service delivery committee felt that a team based approach to the rehabilitation process would improve the quality of the services by 1) improving access to the organization and 2) decreasing the time it took to determine an applicant's eligibility. The personnel committee felt that a team based approach to the rehabilitation process would improve employee morale by 1) empowering employees to make decisions on issues previously made by administration and 2) enhance the support that individual employees appeared to need in the performance of their jobs.

During the first half of 1992 the management of the agency received training on the team based concept. By August of 1992 the first line staff team began to function. The team was encouraged to be creative in their approach to organization, decision making and problem solving.[1] By December of 1992 the first team was reporting improvements in employee morale and a belief that service delivery was being improved. By the first of January 1993 most of the agency had organized itself into teams. The team members began addressing issues that were traditionally the responsibility of management. These issues included budgeting, training, evaluation and production. Although there was anecdotal data indicating success, by the summer of 1993 the Director of Vocational Rehabilitation wanted a formal evaluation of the impact of the team based approach on the delivery of services in Vocational Rehabilitation.

LITERATURE REVIEW:

Recent literature on teams in organizations has focused on several key areas related to the self directed work team. 1) Why should organizations convert to the team model? 2) How should organizations approach and develop teams? 3) What are the preferred characteristics and skills of successful teams? 4) Anecdotal success stories, 5) What is a self-directed work team? and 6) Assessment of teams. Findings in the areas of team assessments and preferred characteristics and skills of successful teams are most relevant to this study. A brief over view of other questions can be found in Appendix A. Here I will focus on assessment team characteristics and skills.

The preferred characteristics of successful teams are important to the assessment of teams as they identify possible areas of evaluation. Larson and LaFasto identified eight characteristics of successful teams. These eight compare to the eleven building blocks of teams as identified by Woodcock.[2] The eight characteristics are 1) a clear goal, 2) a results driven structure, 3) competent members, 4) unified commitment, 5) collaborative climate, 6)

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[1]Anderson, Keith J., Vision Statement Regarding the use of Self Directed Work Teams, September 21, 1992.

[2]Woodcock, M. (1989), Team Development Manual, Gower Publishing Co. Brookfield Vermont, pp. 76-117.

standards of excellence 7) external support and recognition and 8) leadership.[3] The literature in this area defines what characteristics are desired but fails to explain how to acquire those characteristics. There is some reference to the transformational leader and their capacity to develop these characteristics but the how question remains unanswered. However, if a team can develop these characteristics then they may be considered effective.

Orsburn also identifies three areas of skill development that team members should be proficient in. The first is interpersonal skills. Members of teams must be able to communicate more effectively, resolve conflict and set priorities independently. The second is administrative skills. Team members assume greater responsibility and functions traditionally handled by the manager. Budgeting, planning, organizing, and setting goals are examples of administrative details that a self directed team perform. The third skill area is technical skills. Team members must be cross trained. By cross training the team is more effective at problem solving is more flexible and more productive. Without the skills, teams are frustrated by their interpersonal differences, their inability to interact with the larger organization or their inability to increase productivity.[4]

The current literature on team evaluation is not exhaustive. Orsburn, Varney and Woodcock all explore the reasons for a team's success or failure. However, they are unable to provide a tool for assessing the effectiveness of a team in relationship to its goals. Varney has developed an assessment tool to diagnose the causes of team problems. In the diagnostic process the team's effectiveness is evaluated to identify the problem.[5] This does not facilitate a comparison of one team to another or effectiveness to other dependent variables such as production. Hoevemeyer has developed a tool for measuring team effectiveness. The tool is also for use in working with team problems.

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[3]Larson, C. & Lafasto, F. (1989), Team Work, Sage Publications, Newbury Park, California, p. 26.

[4]Orsburn, J., Moran, L., Musselwhite, E. & Zenger, J. (1990), Self-Directed Work Teams The New American Challenge, Business One Irwin, Homewood, Illinois, pp. 18-19, 80-84.

[5]Varney, G. (1989), Building Productive Teams, Jossey-Bass Publishers, San Francisco, California, pp. 20-42.

To facilitate this study the scoring is standardized and allows for comparison between teams and other dependent variables. The tool assesses five areas that are discussed extensively in the literature. The five areas are team mission, goal achievement, empowerment, communication and team roles.[4] Hoevemeyer's tool for assessing team effectiveness is supported by the work of Larson and LaFasto as well as Woodcock. The model of Team effectiveness becomes more credible when it is combined with an assessment of production, quality and or morale.

In addition to Team effectiveness, individual performance continues to be a significant factor in promoting the morale of team members. Byham and Townsend identify individual performance as the keys to quality performance. Bell presents a prescriptive approach to employee feedback that is consistent with the team concept in which individual performance is evaluated. Employee performance feedback is the out growth of Total Quality Management (TQM) and Management By Objective (MBO) management systems. Bell emphasizes the need for immediate feedback for that feedback to be effective.[5] This method of evaluation is not new and seems to support the team concept. Questions of individual team member performance may help to explain difficulties that teams have in becoming effective as defined by Hoevemeyer, Woodcock and Larson and LaFasto.

I would contend then, that the effectiveness of teams should be assessed through the organizational goals of production, quality and improved morale. If the team model contributes to any of the organizational goals then it may be valuable to cultivate team characteristics and skills. However, before presuming too much, it is important to remember that team effectiveness may carry costs that are not yet revealed.

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[4]Hoevemeyer, V. (1993) How effective is Your Team?, American Society of Training and Development.

[5]Bell, C. & Zemke, R. (1992) On-Target, How do employees in service jobs find out how they are doing?, Training, pp. 36-44.

PROBLEM STATEMENT:

As the Division of Vocational Rehabilitation has been using a team model of management for a year now it is time to determine what the impact of teams has been on the Agency's production, quality and morale in the Anchorage area. To evaluate this impact it is necessary to answer the following questions.

1) Is the production of counselors greater in teams?

Operationally production is defined as the number of placements by the Anchorage area as a percentage of statewide placements.

2) Is the quality of the production improved?

Operationally quality is measured by a percentage score achieved in the Case Review System 2 (CRS2).

3) Is the morale of employees working in teams improved?

Morale is defined by the individual's response to the following question: Do you feel your morale has improved or declined as a result of teams?

4) Has an organizational change occurred in that employees are attempting to function as teams?

The operational definition of a team is a score of 70% or greater on Hoevemeyer's Team Effectiveness Inventory and will indicate efforts toward team work.

In addition to the four basic questions the study must attempt to account for numerous confounding variables. Such variables include the factors affecting production such as cost and employment opportunities; the factors effecting quality such as who is the customer; and the factors affecting morale such as benefits and compensation.

METHODOLOGY:

This study examined the impact of a team based management model on the production quality of service and employee morale in two local regions of the State of Alaska's Division of Vocational Rehabilitation. The purpose of the study is 1) to determine the effectiveness of the new service delivery system in increasing production, quality and morale and 2) based on its findings to make recommendations for adjustments. Existing data from production records, quality reviews and program costs were used to assess production and quality. Informal interviews focusing on eighteen questions including the operational question of

morale, (See appendix C) were held with 26 of 27 employees to assess employee morale. The effectiveness of the teams was assessed to confirm that an observable organizational changed occurred. The researcher believed that teams who perceived themselves as exhibiting the characteristics of effective teams would do so as a result of trying to operate under a team model.

SUBJECTS:

The individuals evaluated were all members of self directed work teams. Twenty-four of them were employed at least two years or more with the agency. The population included 16 vocational rehabilitation counselors, seven vocational rehabilitation assistants and two clerical persons. This population represented a 100% sample of persons providing direct client services in the Anchorage area. Direct client service is defined as participating in the maintenance of a client case load with a minimum of at least 30 cases per team member. This sample represented approximately 25% of the agency labor force. The participant sample was selected out of convenience as all other persons within fifty miles of Anchorage were not involved in direct client service. Outside the fifty mile radius it was simply too far away to meet with and administer the survey in a cost efficient and timely manner.

For the purpose of this study I use Orsburn's definition of a team. "A highly trained group of employees, from 6 to 18, on average, fully responsible for turning out a well defined segment of finished work."[1] I believe that this most accurately represents the teams assessed for two reasons. 1) Vocational Rehabilitation Counselors are highly trained individuals with at least a Bachelors degree and/or two years of previous work in a related occupation. (Eight of the Rehabilitation Counselors had their Masters degree in some related field. Rehabilitation assistants are trained in paraprofessional counseling skills and have at least two years of related employment. 2) The teams were charged with producing a specific product, employment for persons with disabilities.

TOOLS:

Hoevemeyer's Team Effectiveness Survey was used to assess the extant to which each group was working effectively as a team. Hoevemeyer's survey finds support in the literature. Larson and Lafasto, as previously noted, identify eight characteristics of effective

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[1]Orsburn, p.8

teams. The eight characteristics are 1) a clear goal, 2) a results driven structure, 3) competent members, 4) unified commitment, 5) collaborative climate, 6) standards of excellence 7) external support and recognition and 8) leadership. Hoevemeyer's five characteristics are 1) team mission, 2) goal achievement, 3) empowerment, 4) communication and 5) team roles. Larson and Lafasto's eight are similar and can be summarized in Hoevemeyer's as follows. A clear goal is similar to a team mission. A results driven structure and standards of excellence are comparable to goal achievement. A unified commitment and external support are analogous to empowerment. A collaborative environment is similar to Hoevemeyer's communication criteria. Finally, competent team members and leadership equivalent team roles. The literature indicates that effective teams are greater producer, have greater quality and create an environment for positive morale.

The tool was distributed to the subjects just prior to the interview. Subjects were given 10 minutes to read and complete the survey. Scoring was done by averaging the scores of the team members. A maximum score of 100% indicated self report of high effectiveness in all five areas. Hoevemeyer states that such high scores are unlikely. Teams that score above 80% can be considered to be highly effective. Given the relative immaturity of the teams the researcher has established a 70% cut off as an indication that a team is making an effort to function as a team.

Quality production was defined by the agency administration's response to the CRS2 on a random sample of 20% of the cases managed by four of the eight teams. The CRS2 is considered an accepted industry standard for program compliance and attempts to address quality issues that indicate that services are being provided in compliance with the Federal Act.

Costs were established by compiling each team's expenditures in the following categories; 1) Case Services, 2) Equipment, 3) Contractual 4) Travel and 5) Personal services. Personal Services or salaries were distributed based on the range and step of the individual team member and a 38% addition for employer contributions to taxes and benefit packages.[9]

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[9] Mark Landstrom of the Department of Administration reported that it was very difficult to establish a percentage that the State contributes to taxes and benefits. Issues making this difficult included a variety of benefit packages, a variety of union agreements, different levels

Analysis of methodology

1) Production is measured as a percentage of the total placements statewide. A placement is defined as employment in either a full time or part time position for at least 60 days at a fair market wage and the employee and employer report they were satisfied. Based on this definition all placements recorded by the agency were accepted as this is their definition of placement. The difficulty with this definition is that 60 days may not be sufficient time to secure the position on behalf of the client. Also it is possible that some of the placements are multiple placements of the same individual. The significance is that placing the same individual repeatedly does not demonstrate as great an impact as placing many different clients. However, given that it takes on average two years for a client of the Division to become employed it is unlikely that a large number of the placements are clients revolving through the system. There simply is not enough time.

2) Quality is perhaps the most difficult outcome to measure. It seems that the most appropriate source for a quality assessment is the customer. The customer is a relatively new concept to the public sector and defining the customer has been difficult. I believe that the line staff of the Division of Vocational Rehabilitation have at least three and possible more potential customer groups who are concerned with the quality of the product. The first and perhaps most obvious customer group is the disabled clients. They would appear to be the direct benefactors of employment. The second and less obvious customer group are the Anchorage area employers. Based on the quality of rehabilitation they are persuaded to hire persons with disabilities. The third and still less obvious customer group is the agency administration. They are concerned that the line staff produce a product that is compliance with the federal and state mandates. Other customer groups that are perhaps least obvious include the legislature, the governor, Federal grants administrators and special interest groups for the disabled. For the convenience of the study I have chosen to look at only one customer group, the administration. I chose this group because they have easy access to the data, they are motivated to be honest in their assessment and they have established a

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of taxation. He did report that at least 30% of the State contribution was standardized. Based on this he estimated between 35% and 38% as the State's average contribution. as a conservative measure I elected to evaluate the costs using 38% as the standard for employer contribution.

standardized approach to quality evaluation. In the future I would recommend, to the degree possible, that other customer groups be added in an assessment of quality.

3) Morale as it is measured only indicates a direction of movement. It does not assess the degree of change nor the true reasons for that change in morale. To be accurate it is important to isolate the variables that affect morale. For example the State of Alaska offers an unusually handsome benefit package. Some individuals may report improved morale simply because of the compensation and benefits they receive. Several questions were asked to isolate the morale change experienced as a result of the organizational change but the researcher simply cannot state with any degree of accuracy that changes in morale are solely attributed to organizational change.

4) The degree to which work groups have become true teams is measured by Hoevemeyer's team effectiveness survey. A score of less than 70% on the inventory indicates that a team is not functioning as a team. A higher score indicates that the team is functioning as a team. This measurement is important as it verifies that a change in the organization occurred. A high score, however, does not mean that a team is truly functioning as a team. The organizational culture within the Division of Vocational Rehabilitation is such that everyone is mandated to participate in the team model whether they support it or not. Under the current conditions it is unlikely that participants would freely admit to not working as a team. Participants could be motivated to misrepresent themselves to avoid confrontation by management of their work style. Furthermore it may be too early to assess the effectiveness of the teams as they may not have all the training and resources necessary to function as a team. However, the organization has committed significant resources to training individuals on the team model and individuals freely describe themselves as being part of a team. As a result of these organizational factors it is difficult to conclude that team effectiveness substantially contributes to production performance. Further assessment of the teams would be necessary to link production directly to team effectiveness.

5) Costs and the labor market are two easily measured variables that may affect the rate of production. Cost is significant as it is a measure of efficiency. If the production rate improves dramatically and the costs per placement increase substantially then the team model may not be as effective at improving the organizational goals. Therefore the team model may cost more than it is worth.

The labor market is an important variable as this indicates the relative demand of clients for employment. If the labor market is strong then employment opportunities should increase and it should be easier to place clients in jobs regardless of the organizational model. If the labor market is weak then the opposite should hold true. To assess the labor market we can compare the unemployment rate to the percentage of placements.

Analysis of Findings:

Production

The teams in the Anchorage area experienced an overall reduction in the percentage of placements they contributed to the Statewide Total. Placements in FY92 were 56% of the total. Placements in FY93 were 52% of the total. This difference was more a reflection of the change in total placements than a change in placements in the Anchorage area. Anchorage area placements increased from 230 to 235. However, statewide placements increased from 411 to 451. This was an overall increase in the State of 10%. Figure one displays the production data of the Anchorage in Area in placement, plan development, client eligibility and applicant referrals.

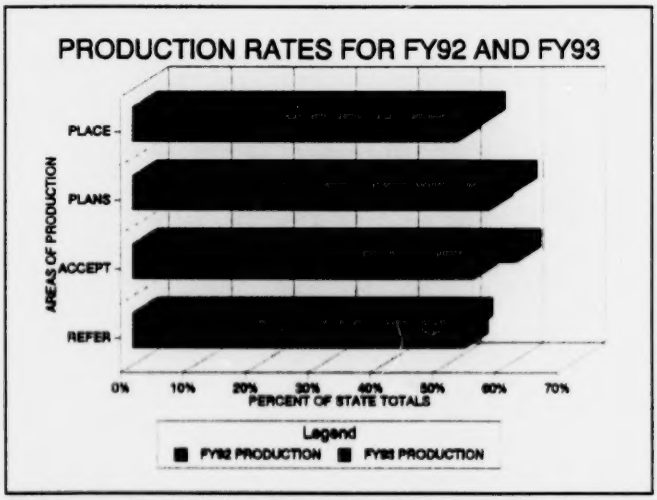

Figure 1, Production Rates for FY92 and FY93

Quality

A review of the quality of work in November of 1993 indicates that quality increased by 8%. This is a measure of quality change for four of the eight teams in the Anchorage area. Quality increased to 92% from 84% between FY91 and FY93. The agency has been focused on improving its quality for some time. In FY89 the quality was 82%. The greatest change in quality occurred after the implementation of the team based model. It should be noted that the quality comparison is between FY91 and FY93. Quality data has been collected on a bi-annual basis. FY92 was the year that quality surveys were not completed.

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Morale

Morale improved between FY92 and FY93. Figure two displays the overall change in morale by team. The results do not imply a degree of morale change. The results illustrate the aggregate response of team members. Over 66% of the employees reported that their morale had improved. 78% of the employees reported that they felt more supported by their teams. The significant values shared by the employees were positive relationships, sharing of knowledge and information, improved communication, and higher professionalism. However, despite these positive outcomes some persons identified changes they would like to make within their teams. Of the team members interviewed 37% want to train a specific member of their team in some skill area. The data from the interview indicates that 33% of the respondents wants more training in administrative skills, clarification of parameters and participation in the process. Preference for working in groups was 59%. Finally, a number if interviewees reported change they would like to make in the implementation of teams. At least 14 times the interviewer was informed that individuals were concerned about the role of the Regional Administrator and the lack of honesty on from the administration as they were not functioning as a team. Five of the interviewees asked that administration and line staffs receive more training in team administrative skills. Overall the employees perceived their personal level of morale as improved but believed that morale for others had not improved.

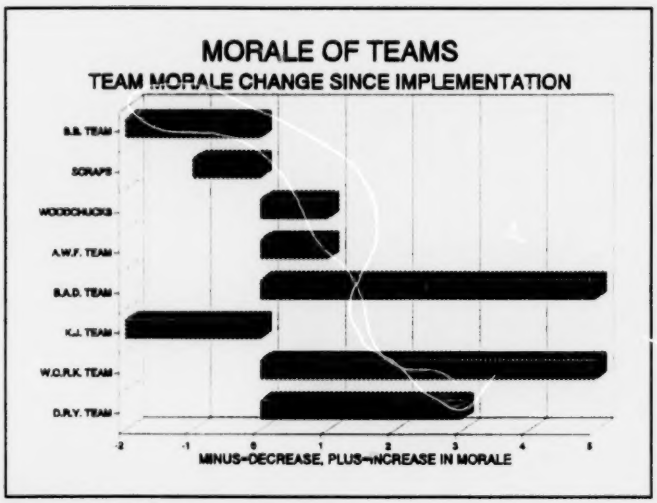

Figure 2, Morale of Teams

Team Effectiveness.

All eight of the teams scored at least 70% or better on the team effectiveness inventory. The lowest scoring teams also had the lowest production rate. However, the highest scoring teams had only average production rates given the number of team members and team resources.

External Variables

The placement rate for the Anchorage area closely paralleled the unemployment rate for the area for four of the past five years. Figure three demonstrates that in 1991 the placement rate dropped substantially while the unemployment rate remained largely unchanged. Given the unusual results of 1991, they were left out of the calculations for determining the average. The Average unemployment rate was 6.1%. The average placement rate in the Anchorage area was 51%.

Costs from FY92 to FY93 increased by almost 20%. The average cost per placement increased by over $11,000.00. Factors affecting the increase in costs were an additional $500,000.00 for case services, merit and cost of living increases, and reclassification of seven positions from range eights to range tens.

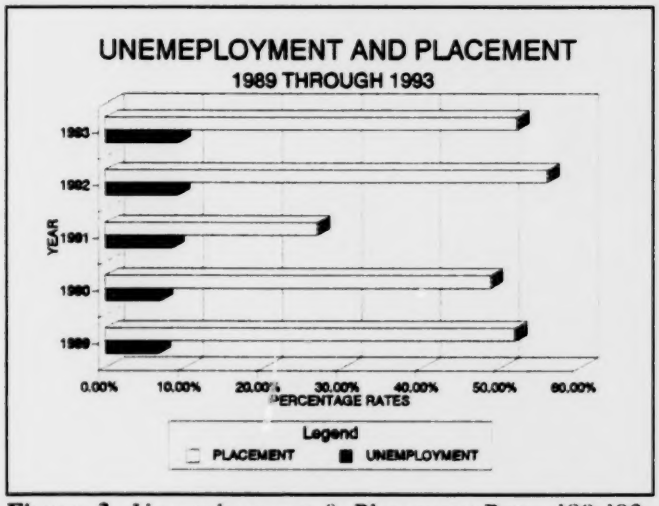

Figure 3, Unemployment & Placement Rates '89-'93

In figure four the data indicates that several of the teams spent considerably more in FY93. Creating an overall increase in costs. A significant portion of a team's costs was its salaries and benefits.

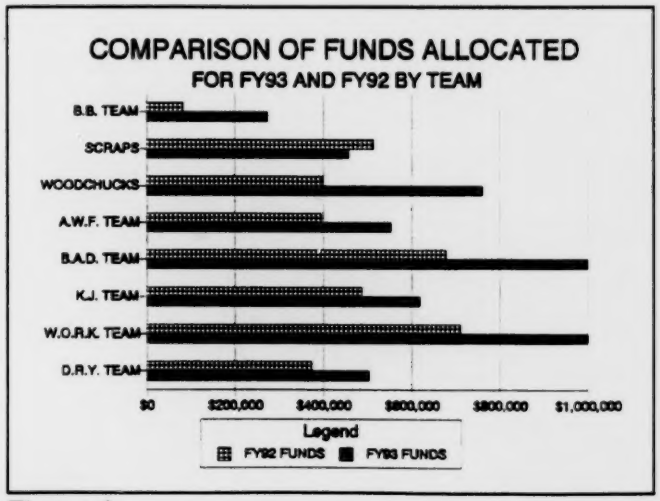

Figure 4

DISCUSSION

Based on the analysis of the data we can conclude that there is sufficient evidence to state that the team model has impacted the quality and morale at the Division of Vocational Rehabilitation. More data

needs to be collected before the impact on production can be determined. Nonetheless the results are encouraging. If costs level off within the next year or two then Vocational Rehabilitation will be able to report its transition to teams as successful for the following reasons.

Production

As was noted in figure one production did not increase. As measured, production actually decreased slightly. However, this is not a significant change for two reasons. 1) The actual raw number of placements achieved by the teams in the Anchorage area increased slightly by four placements. This study did not examine the production of other areas within the state. Therefore we can state that production declined. 2) The placements that are measured in FY93 are from clients that entered the rehabilitation process before the development of teams. Teams have only existed for one year while on the average it takes two years for a client to complete the rehabilitation process. Therefore it is unlikely that the team process could contribute in a significant way to the production of the agency for at least two years.

Quality

The team model has positively impacted the outcome of the quality survey. The files examined in the review process are at all stages of the rehabilitation process. The significant change in service from FY91 to FY93 has been the implementation of the team model. The staff reported in the interview that they have felt more supported by the agency to make changes in service delivery since the implementation of teams. Furthermore the staff has implemented several changes on their own. An example shared in the interviews was minimal case recording. The staff attempted to minimize their documentation to reduce the time spent recording and to emphasize the important facts necessary for decision making. The increase in quality from FY91 to FY93 was four times greater than the increase from FY89 to FY91. Based on these facts we can conclude that the Team model has had a positive impact on the quality of service.

Morale

Morale has also increased as a result of the team model. A majority of the employees describe their morale as improved as a result of the team model. For those whose morale

declined it appears that they were not content with the traditional model either. Reasons for decline in morale varied across the interviews. However, they seemed to group into categories. The first negative category is general anger and frustration with the administration. The second category is that teams somehow violate individuality and encourage mediocrity. The first category seems to have very little to do with the team model and would exist regardless. The second category seems to be the result of misinformation. Perhaps with firsthand observation of improvement this objection could be overcome.

Furthermore, based on the interviews it appears that the agency has an opportunity to increase the morale of the organization. Many of the persons interviewed shared suggestions for improving their experience in the team process. Were the agency to seriously consider these suggestions then perhaps the implementation of the team model, the quality of service, and the morale could be enhanced.

Effectiveness and Production

The effectiveness scores of the eight teams indicate that the teams are attempting to function as teams. However, as was stated the recommended cutting score was reduced from 80% to 70%. While this may facilitate the study methodologically it does not address the

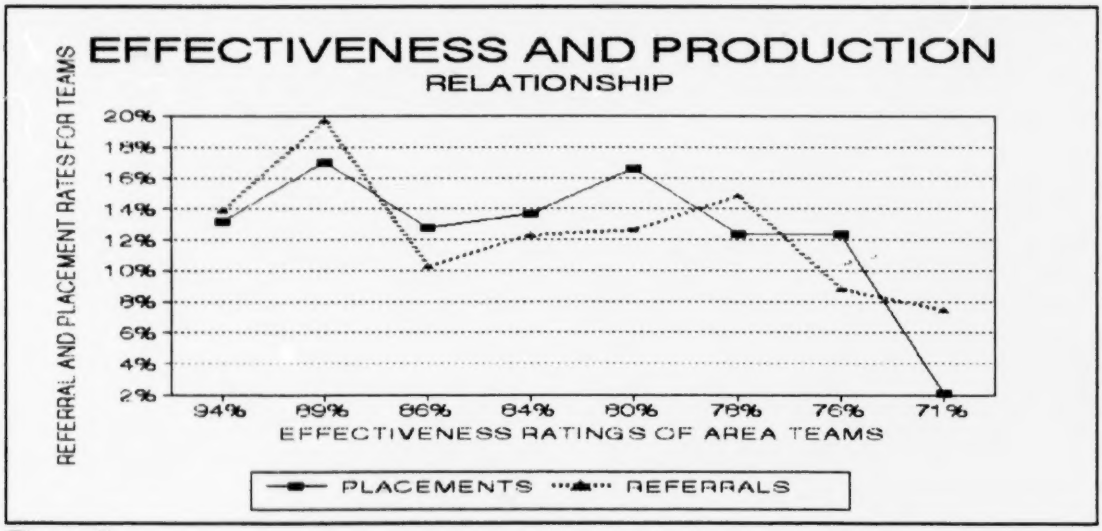

Figure 5

problem of ineffective teams working in a team environment. If the cutting score were at 80% then three of the eight teams would be diagnosed as ineffective. To validate the effectiveness of a team there should be a relationship between effectiveness and productivity.

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Figure five reveals that a slight relationship exists between these two variables. In this figure the teams were arranged in descending order by their effectiveness score. Teams that scored 80% or above had placement rates greater than 12%. Teams that scored less than 80% had placement rates below 12%. It may be that by developing the characteristics of effective teams in the teams that scored low one could improve their production rates.

External Variables

Simply responding to the questions proposed in the problem statement does not prove that the team model has impacted the production quality and morale at Vocational Rehabilitation. This is due to the external variables that can not be controlled. These variables include costs, the labor market, changes in the Rehabilitation Act and changes in staff and their skill level. In figure seven costs from FY 92 to FY 93 appear to have increased by almost 20% overall. However, placements increased by only 1%. Several factors may have contributed to this. First the amount of financial resources dedicated to case services increased in the Anchorage Area. Second merit increases of staff salaries increased costs. Third seven positions were reclassified or promoted from range 8 to range 10. However, even with the increased costs the team model should still be pursued. There are four main reasons for this argument. As more counselors have been hired in the Anchorage area there has been a lag between the funds expended by the new team members and their production. It takes on average two years before a client of the agency secures employment. Merit increases are an expense that would be incurred regardless of the case management model. The reclassification of seven is an internalization of costs. During the interviews those whose positions changed reported that their work had changed very little. They reported their morale as improved because they appreciated the agency's recognition of their contribution. They perceive themselves as now being compensated for a service they provided anyway. If this perception is true then this cost is now internalized and reflects the true cost of this service. For these reasons it is difficult to say definitively that costs have increased as a result of the implementation of teams.

Based on the above analysis we can conclude that costs should increase with the implementation of teams. However, the prediction is that costs will level off while production will increase. The significance of the organizational change may not be realized for another two to four years.

The labor market is perceived as having an impact on the level of production. Within the Anchorage Area the unemployment rate has averaged 6% over the past five years. It is assumed that the unemployment rate is a reflection of the labor market. Therefore if the labor market is effecting the placement rate then it should be demonstrated by a placement rate that mirrors the unemployment rate. Figure three reveals that the placement rate is dependent upon the labor market. The more employment opportunities the more likely a placement will occur. This variable is important but does not change the decision to implement the team model since this is a variable that any organizational model would confront.

The recent change in the Federal legislation as it pertains to rehabilitation has made it easier for individuals to qualify for services. The assumption here is if we increase the number of referrals we should increase the number of placements. However, the amended legislation is only a year old and regulations have only recently been promulgated. Therefore it is difficult to say with any certainty what impact if any the amended legislation has had on production. Furthermore the change in the legislation is another variable that occurs independent of the organizational model. Therefore it also is not critical to the decision to implement the team model.

Finally the placements that were made in FY 93 were with clients who had entered the program under the old management model. The average client spends two years in the rehabilitation process. Therefore the cases being evaluated and the placements that are measured are not purely the result of the efforts of a Self Directed Work Team. This could cause a skew of the results because exceptions are made for these cases in the management of them. For example, they may continue to work with only one counselor as they have difficulty connecting with new persons involved in their rehabilitation. If these factors effect the production then we may need to wait for clients who have been served exclusively under the new management model. In conclusion the external variables are not significant to the evaluating the impact of the team model on production, quality and morale as they are not exclusively problems of the team model.

RECOMMENDATIONS:

The data as presented establishes the argument that the team based model has positively impacted the Division of Vocational Rehabilitation's quality and employee morale. Based on this we are hopeful that the impact on production will be positive. The impact on production is still at least two years away. In view of this the agency is able to make adjustments that will increase the likelihood of positive outcomes. The interviews with the line staff were most revealing. These interviews established possible courses of action. Some of the changes recommended by the interviewees are consistent with the literature. I have outlined those recomendations.

I also think that the team based model of organizational development has some significance for future organizational theory. The current popular enthusiasm about team based organization is not warranted. The model does not substantially break from the existing continuum of organizational development. Rather it seems to provide a framework for applying a variety of organizational models within a greater organization or bureaucracy.

The first recommendation is that the agency develop a team to examine all the policies and procedures to determine which, if any policies are making it difficult for teams to do well. A measure of this might be to ask which policies are repeatedly violated and which policies must the most effective teams violate to do their jobs. Once the policies are identified they could be written or changed to support the teams' efforts. That team could also examine the unwritten policies and assumptions that the agency operates under but has no basis in fact. I would like to share an example of this but I am still to close to the issues to see them clearly. Nonetheless I feel confident that such examples do exist and need to be addressed.

The second recommendation relates to the team model at central office. Despite Mr. Anderson's best efforts as the director of the agency I believe that the line staff have difficulty perceiving the management and administrative personnel functioning in a team. I believe there are four reasons for this. 1) The administration is not visible to the line staff as they are removed in Juneau. 2) The lines of communication are still oriented along the chain of command. If the central office is to be viewed as a team then communication within central office needs to become more defused. 3) The administrative and management teams

need to have the highest skills in interpersonal skills, administrative skills and problem solving skills. 4) The administration needs to address the question of what is the role of the regional administrator and how is that role carried out.

The third recommendation is that we move to the next level of team development. To accomplish this we must train the staff in two new areas and develop an institutionalized system of feedback.

Orsburn identifies development of three skill areas within the team in order for the team to be effective. We have spent the past year working on the first skill, the soft skill of interpersonal skills. However, if production, quality and morale are to improve then teams need to be trained in the hard skills of administration and problem solving. It does not matter how well team members communicate, if they do not have the skills to address problems such as goal setting, budgeting, resource allocation and personnel actions. These skills are necessary as they are the tools that allow teams to function independently.

Self directed work teams are valuable because they allow they incorporation of other organizational structures on a micro level. TQM, learning organizations and MBO are three possible systems that would work well in a self directed work team. The critical feature of all three is feedback. Employees in self directed work teams need to give and receive feedback. That feedback needs to include performance data, access to resources, rate of use of resource, ability to collaborate with the larger organization, and all other data that a team could use in the decision making process. In turn teams need to give data and all possible facets so that the organization can learn from the experiences and incorporate that learning into an ongoing development process.

The fourth recommendation is to develop our internal resources. Teams are frustrated by their lack of access to professional resources such as evaluation, or consultation on specific disabilities (blind, deaf or Chronically Mentally Ill as examples). The agency needs to consider a system of resource distribution that allows greater access to the variety of resources within the agency. One possibility is to house common resources used by all in one office. For example, Assistive technology, Human Resources (HRD), Evaluation and the Business Enterprise program could be co-located and provide even distribution of resources to all teams. At the same location the agency could emphasize development of an agency

library. HRD has already begun the library. The library needs to become more accessible and user friendly.

The fifth recommendation is that the agency consider operating the self directed work team and the traditional management model side by side for at least another year. In the interviews it was apparent that some teams greatly benefited from their team experience. However, some teams are teams in name only. There is currently an organizational culture that says one is not allowed to function outside of a team. For those who have accepted the team model their morale has increased. However, some have experienced a decrease in morale as a result of the team model. The current organizational culture creates an under ground group with resentment and possible interests in sabotage. This negative energy within the organization could be converted into a positive resource by encouraging those who are dissatisfied with the team model to demonstrate how their production, quality and morale can be improved through some other model. Those unwilling to accept either option should be counseled accordingly.

Final recommendation is for further assessment. This study does not provide enough data to accept or reject the hypothesis. The data provides more accurately a baseline for future assessment. That assessment can be improved by clarifying a number of problematic operational definitions. The first definition problem is the placement of a severely disabled person. Is this the same quality of placement as a placement of a non-severely disabled person? Is sixty days an appropriate length to consider a placement as successful? The second problem is quality. I discussed the question of customer, but what is the relevance of quality if a team must respond with one product to so many different customers? Which customer base should take precedents? The third problem is morale. What does morale mean to people who can not afford to change their circumstances? Are morale and job satisfaction inter-related? If the benefits to State employment were different would we have different response to morale? Effectiveness should be clarified. The literature seems to agree on the definition but this study seems to have "so what" results. Is effectiveness as measured important? Are there other more accurate ways of measuring effectiveness. All of these questions leave this study on shaky ground. Nonetheless continued assessment is imperative if the organization is to learn and become more effective at the delivery of it service.

Self directed work teams may be simply another flash in the hot pan of organizational development. I tend to think not. Self directed work teams seem to be the full cycle evolution of organizations. Prior to the industrial revolution industry was based on the cottage industry. With the arrival of the industrial revolution we began a process of organizational development that has taken us through four distinct theoretical stages.

The first theories were the rational. Frederick Taylor brought the rational approach to organization development. By taking a rational approach to the details of work it was believed that productivity could be increased. The second stage of theories was the humanistic. McGregor focused our attention on the feelings of the worker as an effort toward increased productivity, quality and morale. The third theoretical stage was the organizational structure stage. Burns and Stalker used the rational approach on the organization. By finding the best organizational model production, quality and morale could be improved. The fourth theoretical stage has been very diffuse and encompasses theories of power, organizational culture and systems. By analyzing the internal and external environment of the organization theorists attempt to improve production, quality and morale. The self directed work team is not a new theory rather it is a return to a model similar to the cottage industry. Each self directed work team is like a cottage. They must make decisions about production, quality and delivery. The significant difference is that self directed work teams use all the preceding theories to facilitate the quality and delivery of their product.

Mintzberg uses a similar analogy to describe the development of organizational structures. As organizational complexity grows organizations move from mutual adjustment through levels of supervision and standardization and back to mutual adjustment. Self directed work teams may be the introduction of a cottage industry within bureaucracy. Self directed work teams may be the way that bureaucracy unburdens itself of excessive rationalization.

The Division of Vocational Rehabilitation has benefitted from the implementation of a team based organizational model. The management and line staff can increase their likelihood of success by committing themselves to learning the skills necessary to succeed. It is important that decisions be made about the role of Regional Administrators, policies, and the administrative models that are most useful for the teams. The agency may want to invest resources in developing strong team development skills within the organization. This study

has no data to support such a suggest. Rather it is the view of the researcher that the transition to the team model is a confusing journey. Someone who has studied the road map and has a vision for where the organization wants to go will minimize the impact of misdirection.

APPENDIX A, Overview of questions studied on self directed work teams.

1) Why Organizations form teams can be summed up around three main reasons: Productivity, Quality, and Employee morale. Other reasons support or justify the decision for one company or another but the basic theme seems to be on improving the performance of the organization. Byham believes that through employee empowerment the teaming process is a natural extension of empowered individuals. He refers to these groups as semi-autonomous teams that are more productive and whose members demonstrate a higher level of commitment to the team and the organization.[10] Orsburn proposes that if companies are to remain competitive in the World market then a revolution in organization structure will be the key to competing with Pacific Rim Competitors.[11] For Tjosvold team work and collaboration are necessary for a productive organization and are key to its effectiveness.[12] Townsend (1990) proposes that any company that fails to solve its quality problems will not succeed. Furthermore Quality is everyone's business and requires more attention than simple quality circles.[13]

2) How organizations should develop the team model has been the primary focus of most studies. Orsburn has proposed a five step process that teams go through on their way to becoming self-directed.[14] Still others have identified a four step process referred to as Forming, Storming, Norming and Performing. Hughes has identified twenty-five areas that organizations should consider as they transition to a team based approach.[15] The literature is

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[10]Byham, W. & Cox, J. (1990), Zapp! The Lightning of Empowerment, Harmony Books, New York, New York, pp.143-162.

[11]Orsburn, J., Moran, L., Musselwhite, E. & Zenger, J. (1990), Self-Directed Work Teams The New American Challenge, Business One Irwin, Homewood, Illinois, pp 3-27.

[12]Tjosvold, D. (1986), Working Together to Get Things Done, D.C. Heath and Company, Lexington, Massachusetts.

[13]Townsend,P. & Gebhardt, J. (1990), Commit to Quality, John Wiley & Sons, New York, New York.

[14]Orsburn, Moran, Musselwhite, Zenger, pp. 19-22.

[15]Hughes, B. (1991), 25 Stepping Stones for Self-Directed Work Teams, Training, pp. 44-46.

still vague in this area and organizations are seeking guidance and structure in this area. This is inferred from the attendance at the 1993 International Conference on Self-Managed Work Teams where over 700 participants came to listen to anecdotal stories of team development.

3) Successful stories of the application of the team model abound. Three significant stories, all from the private sector, display the diversity of the application of the team concept. Bovier reports that Southwest Airline's has charted profits consistently since 1971 and a 21 year safety record. It embraces the team approach as a morale booster, enhances performance and quality assurance process.[16] Another company to report huge success with the team model is Saturn. Geber describes Saturn's commitment to teamwork when she describes the decision as Roger Smith's "saviest move".[17] Finally Timken is a bearing company. The transition to teams came as a response to economic decline. In an organization where the average length of employment is 23 years economic decline was sounding the death knell. According to Sheridan self directed work teams were introduced in 1990 and made such an impact to the productivity of the company that the company established a goal of having every employee on at least one team.[18] These three stories from the private sector share the three reasons for developing teams. Each was concerned with production and quality and each sees the empowerment of the employee as the key to their success. For profit service industry and not-for profit service and public administration are now looking for their own success stories that will relate meaning to them when examining the team model.

4) What self directed work teams are has been extensively explored. For Orsburn, Self directed work teams are highly trained groups responsible for producing a complete segment of work.[19] Woodcock defines a work team as a group of individuals working

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[16]Bovier, C. (1993), Team Work The Heart of an Airline, Training, pp. 53-56.

[17]Geber, B. (1992), Saturn's Grand Experiment, Training, pp. 27-35.

[18]Sheridan, J. (1992), Timken, Industry Week, pp. 53-54.

[19]Orsburn, Moran, Musselwhite & Zenger, p. 8.

together to produce more than the could independently.[20] Larson takes a much broader perspective when they define teams as a group of two or more people with a specific goal to attain and the need for a coordination of activities.[21] Byham describes a team as a group of empowered individuals working together to achieve a goal through a semi-autonomous approach.[22] All of these definitions have at the core a goal of improving production, quality or employee morale. Therefore each of these definitions may be accurate depending upon what an organization wishes to accomplish.

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[20]Woodcock, p. 8.

[21]Larson & Lafasto p. 19.

[22]Byham & Cox, pp. 153-154.

APPENDIX B, Team-Effectiveness Inventory

Using the scale below, circle the number that corresponds with your assessment of the extent to which each statement is true about your team.

5=Strongly agree, **4**=Agree, **3**=Neutral, **2**=Disagree, **1**=Strongly disagree

1	Everyone on my team knows exactly why the team does what it does.	5 4 3 2 1
2	The team leader consistently lets the team members know how we're doing on meeting our expectations.	5 4 3 2 1
3	Everyone on my team has a significant amount of say or influence on decisions that affect his or her job.	5 4 3 2 1
4	If outsiders were to describe the way we communicate within our team they would use such words as "open," "honest," "timely," and "two-way."	5 4 3 2 1
5	Team members have the skills they need to accomplish their roles within the team.	5 4 3 2 1
6	Everyone on the team knows and understands the team's priorities.	5 4 3 2 1
7	As a team, we work together to set clear, achievable and appropriate goals.	5 4 3 2 1
8	I would rather have the team decide how to do something rather than have the team leader give step-by-step instructions.	5 4 3 2 1
9	As a team, we are able to work together to solve destructive conflicts rather than ignoring conflicts.	5 4 3 2 1
10	The role each member of the team is expected to play makes sense to the whole team.	5 4 3 2 1
11	The team understands how it fits into the organization.	5 4 3 2 1
12	If my team doesn't reach a goal, I'm more interested in finding out why we have failed to meet the goal than I am in reprimanding the team members.	5 4 3 2 1

13	The team has so much ownership of the work that, if necessary, we would offer to stay late to finish a job.	5 4 3 2 1
14	The team leader encourages every person on the team to be open and honest, even if people have to share information that goes against the what the team leader would like to hear.	5 4 3 2 1
15	There is a good match between the capabilities and responsibilities of each person on the team.	5 4 3 2 1
16	Everyone on the team is working toward accomplishing the same thing.	5 4 3 2 1
17	The team has the support and resources it needs to meet its expectations.	5 4 3 2 1
18	The team knows as much about what's going on in the organization as the team leader does, because the team leader always keeps everyone up-to-date.	5 4 3 2 1
19	The team leader believes that everyone on the team has something to contribute: such as knowledge, skills, abilities and information that is of value to all.	5 4 3 2 1
20	Team members clearly understand the team's unwritten rules of how to behave within the group.	5 4 3 2 1

APPENDIX C, Interview Questions

1) How long have you been a member of a team?
2) What decision making model, if any, does your team use?
3) What seems different about working on a team as opposed to not?
4) Do you find the team environment generally more supportive or less?
5) Comparatively, do you enjoy your work more in a team environment or less?
6) What do you value most about your team?
7) What would you like to change about your team?
8) Do you prefer team work or working individually?
9) Does working in a team help you to feel better about your job and DVR?
10) Do you feel your morale has improved or declined as a result of teams?
11) Would you rather work somewhere else?
12) Do you feel your needs are met by working at DVR?
13) Are you optimistic about the future or pessimistic about the future?
14) Would you encourage others to work at DVR?
15) Do you find the team concept appealing?
16) Do you feel more successful as a result of the team process?
17) If you were able to, how would you improve the process at DVR?
18) Is there anything else that you would like to tell me about your experience working in teams or at DVR?

APPENDIX D, Responses to interview questions[23]

Category of Responses			Frequency
1)	**Style of Decision making**		
	A.	Consensus	17
	B.	Vote	5
	C.	Other	3
2)	**Difference**		
	A.	Greater participation	6
	B.	Peer relationships improve	10
	C.	No difference	5
	D. Other		4
3)	**Support level**		
	A.	Increase	21
	B.	Decrease	2
	C.	No Change	2
4)	**Values of team**		
	A.	Knowledge and information shared	6
	B.	Relationships	8
	C.	Communication	5
	D.	Professionalism	3
	E.	Client Services improved	1
	F.	Individuality	2
5)	**Desired Changes**		
	A.	Nothing	7
	B.	Train a specific member	10
	C.	Team priorities	2
	D.	Improve member motivation	2

[23]Some respondents provided more than one answer for each category. Some respondents did not know answers to all questions.

	E.	Allocation of Resources	1
	D.	Change Structure and Process	1
	E.	Change paradigms about groups	1
	F.	More training	4
	G.	C.O. function as a team	2
6)	**Preference for Team work**		
	A.	Team	16
	B.	Individually	9
	C.	No Preference	2
7)	**Improvements in the move to teams**		
	A.	Clarify role of R.A.	5
	B.	C.O. become a team	9
	C.	Train on Administrative skills	5
	D.	Provide more feedback	2
	E.	Encourage support of mission	2
	F.	Continue encouragement of teams	1

APPENDIX E, Spreadsheet Data

FY93 ANCH TEAMS	# OF MEMBERS	EFFECTIVE RATING	REFER	ACCEPT	PLANS	PLACE	$/TEAM	$/PLACE	MORALE	QUALITY
D.R.Y. TEA	3	94%	138	81	58	31	$503,877	$16,254	3	N/A
W.O.R.K. T	5	89%	198	123	99	40	$997,915	$24,948	5	N/A
K.J. TEAM	2	86%	102	48	44	30	$618,525	$20,617	-2	N/A
B.A.D. TEA	5	84%	122	90	86	32	$996,364	$31,136	5	N/A
A.W.F. TEA	3	80%	126	75	51	39	$552,410	$14,164	1	N/A
WOODCHU	4	78%	148	94	73	29	$761,053	$26,243	1	N/A
SCRAPS	3	76%	88	73	59	29	$457,448	$15,774	-1	N/A
B.B. TEAM	2	71%	74	31	20	5	$272,988	$54,598	-2	N/A
TOTALS/M	27	82.30%	994	615	490	235	$5,160,580	$25,467	10	92%
STATE TOT	N/A	N/A	1869	1128	857	451	N/A	N/A	N/A	N/A
PERCENT			53%	55%	57%	52%				

FY92 ANCH TEAMS	# OF MEMBERS	EFFECTIVE RATING	REFER	ACCEPT	PLANS	PLACE	$/TEAM	$/PLACE	MORALE	QUALITY
D.R.Y. TEA	N/A	N/A	125	73	68	30	$373,432	$12,448	0	N/A
W.O.R.K. T	N/A	N/A	199	109	91	40	$710,747	$17,769	0	N/A
K.J. TEAM	N/A	N/A	120	58	59	43	$487,313	$11,333	0	N/A
B.A.D. TEA	N/A	N/A	68	86	68	37	$677,646	$18,315	0	N/A
A.W.F. TEA	N/A	N/A	83	44	44	25	$394,263	$15,771	0	N/A
WOODCHU	N/A	N/A	168	91	68	23	$396,732	$17,249	0	N/A
SCRAPS	N/A	N/A	121	83	75	32	$514,218	$16,069	0	N/A
B.B. TEAM	N/A	N/A	0	5	7	0	$83,097	$5,564	0	N/A
TOTALS/ME	N/A	N/A	884	547	478	230	$3,637,448	$14,315	0	84%
STATE TOT	N/A	N/A	1640	888	784	411	N/A	N/A	N/A	N/A
PERCENT			54%	62%	61%	56%				

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